

## Linking Manager Leadership To Employee Performance: The Mediating Role Of Work Discipline

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### ABSTRACT

*This research aims to examine manager leadership's effect on employee performance through work discipline. The method used in this research is the descriptive verification method. The sample of this research is 99 permanent employees, and all respondents are male. The sampling technique in this study used the probability random sampling method. The analytical model used in this study is the SEM model with a statistical descriptive analysis approach, while the verification using the PLS-SEM consists of an outer model, an inner model, and hypothesis testing. The results of this descriptive study indicate that managerial leadership is in the moderate category, work discipline is in the moderate category, and employee performance is in the moderate category. While the results of verification of manager's leadership on employee work discipline have a positive and significant effect, work discipline has a positive and significant effect on employee performance, and manager leadership does not affect employee performance. However, the role of work discipline mediates the link between manager leadership and employee performance.*

**Keywords :** Employee Performance Through Work Discipline; Leadership; Manager Leadership;

### 1. INTRODUCTION

Organizational achievement depends on the performance of employees who can improve the quality of products and services so that company goals can be achieved. Employee performance is measured by the level of success of employees in carrying out their duties and responsibilities. Employee performance is generally influenced by two factors, namely internal and external factors (Kharisma et al., 2019). Internal factors come from within the employee, including job satisfaction, work motivation, work competence and organizational commitment. At the same time, external factors come from outside the employee, including leadership, security and safety, competency and organizational climate.

Employee performance can be seen from the assessment of the work carried out by the company in a period, usually once a year, by measuring performance through individual competence to complete work and responsibilities according to quality, quantity, company standard operating procedures or agreed targets. In theory, there are many factors related to employee performance. These factors may come from the company, employees, or external factors.

CV. Mandala Utama Karawang is a company engaged in contractor and boiler repair services established in 2015 with a mission to provide solutions to every customer in terms of

providing and fulfilling the needs of boiler spare parts and boiler maintenance and repair. The low performance of employees CV. Mandala Utama Karawang is indicated by the decline in target realization from the existing target standards. The annual project completion target is 900 projects. Project completion in 2017 was 770 projects or reached 85.55%. Project completion in 2018 was 880 projects or reached 88.88%. The 2019 project completion achievement was 94.44% of the target, and the 2020 project completion achievement was 77.77%. Completion of the project results from employee work. The employee's performance is low if the work results do not match the target. Projects not completed per the target each year indicate the employee's performance is problematic..

Kasmir (2016) said several factors affect employee performance, both results and work behaviour, including abilities and skills, knowledge, work design, personality, leadership, leadership style, work discipline, and others. For companies, employee performance appraisal has several objectives: improving work quality, placement decisions, planning and career development, training needs, compensation adjustments, inventory of employee competencies, fair employment opportunities, effective communication between superiors and subordinates, and imposing sanctions (Kasmir, 2016).

The high level of employee absenteeism is a phenomenon that looks good due to illness, leave, permission and alpha. A high level of absenteeism indicates less than optimal work discipline. The high rate of employee absence, especially in 2020, the absentee rate was 94 employees or 32.63%. The employee absenteeism rate in 2022 was higher compared to the previous year. Many employees are still on leave and alpha, so work must be completed.

A starting point for achieving success is work discipline. Self-awareness of employees in complying with applicable regulations and having significant responsibility for their duties. The study's results illustrate that work discipline positively and significantly influences employee performance. So the higher the work discipline, the better the employee performance (Syafrina, 2017).

Company performance will be achieved if employees can comply with existing regulations in the company. Leaders make company rules that are expected to maximize employee performance. The results of his research by Nainggolan & Hendry (2020) say that leadership and work discipline can significantly affect employee performance. The influence of a leader can be expected that employees can increase responsibility for their work assignments according to applicable regulations (Liyas, 2017).

In a company, there is a need for a leader who can help the company achieve its goals. Leaders at CV. Mandala Utama is the manager. A manager leading an organization communicates to his employees about the organization's goals. Managers must encourage, persuade and empower employees regarding their role in achieving goals. A manager has at least three skills: conceptual skills in the ability to coordinate and integrate all organizational interests and activities. The second is the ability of human relations in the form of the manager's ability to understand and motivate other people in the group to become a cohesive team. The three technical abilities are special abilities needed for specific jobs or positions (Suprihanto, 2014). Influencing and motivating are the abilities of leadership. The role of the leader who can influence, direct, and move employees so that they behave according to company rules. So that employee activities can carry out productivity effectively and efficiently.

The results of the study by Muizu et al. (2019) state that the leadership model can significantly affect employee performance. The application of leadership patterns as a motivator supported by good integrity, trust, and intellectual and personal leadership traits can influence the attitudes of his subordinates, which can lead to positive performance. Meanwhile, this research aims to examine the effect of manager leadership on employee performance through work discipline.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Management in the organization is the process of planning, organizing, directing, and controlling organizational resources to achieve the goals that have been set. One of the roles of management is to lead and guide employees to achieve goals by providing direction and motivation and developing and empowering employees who positively impact the organization (Mujito, 2023). Meanwhile, Managers carry out management activities such as planning, organizing, directing, and controlling (Sulasmi, 2020).

A leader is someone who, because of his skills, with or without an official appointment, can influence the group he leads to exert joint efforts toward achieving specific goals (Cahyadi, et., al, 2022). Based on this understanding that every leader is not a manager, but every manager is a leader.

Leadership is the ability to influence and persuade others to take steps to achieve common goals and objectives (Amalia & Rudiansyah, 2019). One can only be a leader with a group of people following directions and trusting the leader. Leaders are responsible to employees, groups, organizations or teams to lead pretty and ethically. To become a good leader by following the latest leadership trends, observing other leaders and realizing that leadership style influences employee performance.

According to Edison (2017), leadership is an act that influences other people or their subordinates to want to work together to achieve specific goals. Bella & Maichal (2018) An effective leader is a leader who can influence his employees to have personal goals that are the same as the goals the company wants to achieve, of course, to achieve the company's vision and mission. According to Djasaputra et al. (2017), leadership is an activity to influence the behaviour of others or the art of influencing human behaviour individually and in groups.

According to Hairani & Mega (2020), leadership indicators are as follows:

- a. Ability to make decisions. Strategies are structured from existing bases according to the most appropriate planning and calculations.
- b. Ability to motivate. An encouragement that can influence and move members of the organization to manage time and responsibility to achieve organizational goals.
- c. Communication skills. The ability to convey ideas and thoughts so that others can understand what is meant orally and in writing.
- d. Ability to control subordinates. The ability to give influence so that other people move according to what is desired with the power that the leader has.
- e. Responsibility. The responsibility must belong to a leader.

According to Mendrofa ,et. al. (2021) One of the factors in realizing the work discipline of employees can be done through the attitudes and behaviour of leaders, continuous supervision, job satisfaction, motivation, work environment and other infrastructure. According to Annasya (2020), work discipline is a tool to motivate employees. For each job to run smoothly, it must be endeavour endeavoured so that there is good discipline. Discipline is not only associated with unpleasant things (punishment) because punishment is the ultimate tool in enforcing discipline.

Mangkunegara (2019) states that work discipline is implementing management to strengthen organizational guidelines. According to Sinambela (2018), discipline is a process used to deal with performance problems involving managers as identifiers and communicating performance problems to employees. Whereas Sinambela (2018) also stated that work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. According to (Djakasaputra et al., 2017), work discipline is a person's behaviour with regulations; existing work procedures or discipline are attitudes, behaviours, and actions that are by organizational regulations, both written and unwritten.

According to Hairani & Mega (2020), the indicators of discipline are as follows:

- a. Obey the rules of time. Discipline can be assessed from rest time and time to work and home by adjusting the applicable schedule.
- b. Obey company regulations. How can employees follow the basic rules that exist in the company, either in behaviour or style of dress?
- c. Obey the rules of conduct at work. Shown in jobs according to position, duties, responsibilities, and how to relate to other work units.
- d. Obey other rules in the company. Rules for employees in the company about what may or may not be done.

Saputri & Wahyuningsih (2021) Stated that a person's Performance in an organization is influenced by the level of work discipline and many other factors that influence it. On the other side, several things encourage employees to behave in a disciplined, undisciplined, or even undisciplined manner at work. According to (Mangkunegara, 2019), Performance is the result of a person's work as measured by the quality of work and the quantity of work accomplished by an employee who is carried out on time, carrying out his duties with full responsibility for the tasks assigned to him. According to (Indriyani et al., 2021) mentioning Performance, Performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective responsibilities and authorities, to achieve organizational goals.

According to Mangkunegara (2019), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Meanwhile, according to (Kaswan, 2019), Performance reflects employee behaviour at work as the application of skills, abilities, and knowledge that gives value to organizational goals. According to (Djakasaputra et al., 2017), defining Performance is what employees do, so there is a combination effect of organizational employees, including output quantity, output quality, output period, attendance at work, and cooperative attitude.

According to Bernadin & Russel (2016), there are six main criteria for indicators used for performance, namely:

- a. Quality. How good is the process of carrying out activities close to perfection?
- b. Quantity. The resulting amount is expressed in dollar/rupee value, the number of units, or the number of cycles that have been completed.
- c. Punctuality. How well an activity is completed according to a predetermined time and maximize the time available for other activities.
- d. Cost Effectiveness. How well the organization's resources (human, monetary, technological) are maximized in order to obtain the highest profit.
- e. The Need For Supervision. How well an employee can perform work functions without seeking supervisory assistance or requiring supervisory intervention to prevent adverse outcomes.
- f. Impact of interpersonal/contextual performance. How well employees increase self-esteem, goodwill, and cooperation between employees and subordinates.

### **The Influence of Manager Leadership on Employee Work Discipline**

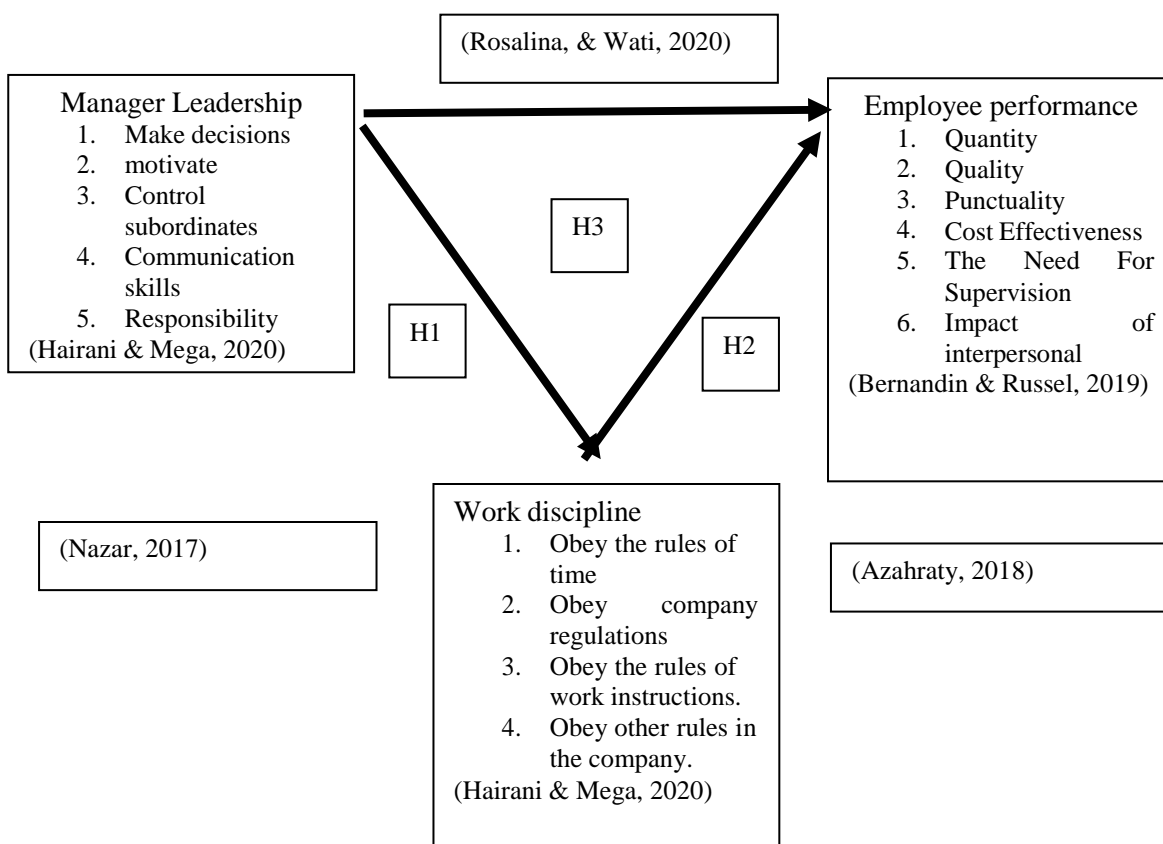
According to Ebert & Griffin (2015), Leadership is a process and behaviour used by someone, such as a manager, to motivate, inspire, and influence the behaviour of others. A research result states that the leadership variable positively and significantly affects work discipline. Leadership certainly influences work discipline because leadership factors contribute to work discipline (Nazar, 2017).

### Effect of Work Discipline on Employee Performance

According to Sinambela, (2016), work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Azahraty (2018) found that work discipline (X2) has a significant influence on employee performance (Y) at PT. MDPU Finance Banjarmasin. This means that employee work discipline influences employee performance.

### The Influence of Manager Leadership on Employee Performance Through Work Discipline

Nainggolan & Hendry (2020) The leadership variable (X1) partially positively and significantly affected employee performance (Y) at PT. PP London Sumatra, Tbk. This means that the leadership of a leader influences employee performance. Rosalina & Wati (2020) argues that the results of the hypothesis testing have a significant and positive influence on employee performance influenced by leadership style through work discipline. The higher the leadership style, the higher the work discipline and employee performance will increase (Rosalina & Wati, 2020)



**Figure 1: Research Paradigm**

#### Research Hypothesis

- a. There is an influence of leadership on work discipline.
- b. There is an influence of work discipline on employee performance.
- c. There is an influence of leadership on employee performance through work discipline.

### 3. RESEARCH METHOD

Design This study examines the causality of the relationship between exogenous variables and the endogenous variable through mediating variables in a descriptive and verification

approach. The population of this research is all permanent employees of CV. Mandala Utama Karawang totalled 132 respondents. All employees are male because they work in construction, including administration. Sampling using the 5% Slovin formulation obtained a sample of 99 respondents using a random simple sampling technique (Sugiyono, 2017).

Variable definitions

1. Manager leadership is the ability of managers to influence and motivate employees toward their work activities in achieving organizational goals.
2. Work discipline is the behavior of individuals or groups in obedience or adherence to organizational regulations to succeed in the organization's goals.
3. Employee performance is the result of employee work from employee work activities within the organization to achieve organizational goals.

**Table 1: Operational Variables**

Variable	Indicator	Scale	No. Item
<b>Manager Leadership</b> (Hairani & Mega, 2020)	1. Make decisions	Ordinal	1,2,3,4,5
	2. Motivate		
	3. Control subordinates		
	4. Communication skills		
	5. Responsibility		
<b>Work Discipline</b> (Hairani & Mega, 2020).	1. Obey the rules of time	Ordinal	4,5,6
	2. Obey company regulations		
	3. Obey the rules of work instructions		
	4. Obey other rules in the company.		
<b>Employee Performance</b> (Bernandin & Russel, 2019)	1. Quantity	Ordinal	7,8,9,10, 11
	2. Quality		
	3. Punctuality		
	4. Cost Effectiveness		
	5. The Need For Supervision		
	6. Impact of interpersonal		

The descriptive analysis uses statistical analysis, Statistical descriptive criteria ie, category interval limits

**Table 2: Interval Limit Category**

Category	Criteria	Information
High/Good (H/G)	$X \geq M + SD$	M = Mean
Medium (M)	$M - SD \leq X \leq M + SD$	SD = Standard Deviation
Low/Not Good (L/NG)	$X \leq M - SD$	X = Score

Source: Azwar (2013).

while verification analysis uses Smart PLS path analysis statistics; the outer Model includes convergent validity tests, discriminant validity tests, and reliability validity tests. Then test the inner Model with the determinant coefficient and test the hypothesis.

The model equation can be written as below:

$$\eta_1 = \gamma_1\varepsilon_1 + \gamma_2\varepsilon_2 + \zeta_1$$

$$\eta_2 = \beta_1\eta_1 + \gamma_3\varepsilon_3 + \gamma_4\varepsilon_4 + \zeta_2$$

$\gamma_{jb}$  (in matrix form denoted by  $\gamma$ ) is the path coefficient connecting endogenous latent variable  $\eta$  with exogenous  $\varepsilon$ , while  $\beta_{jb}$  (in matrix denoted by  $\beta$ ) is the path coefficient connecting endogenous latent variable  $\eta$  with endogenous  $\eta$ ; for ranges i and b. Parameter  $\zeta$  is the inner residual variable.

The hypothesis test is obtained from the t statistic  $>$  t table (1,98), so the exogenous variables have an influence and are significant on the endogenous variables (Gozali & Latan, 2015).

#### 4. RESULTS AND DISCUSSION

Respondents in this study amounted to 99 respondents. Based on the results of the questionnaires that have been distributed, the respondent data can be analyzed as follows.

**Table 3: Respondent Profile Analysis**

Characteristics	Number	Persen
Gender		
Man	99	100%
Woman	0	0
Age		
18-25 Years	24	24,24%
26-35 Years	60	60,61%
> 35 Years	15	15,15%
Education		
SMK	99	100%
D3	0	0
S1	0	0
length of work		
1-12 month	24	24,24%
1-2 Years	25	25,25%
> 2 Years	50	50,51%

Source: Questionnaires

Based on the Table 3, all respondents are male. All respondents were male, and none were female because all contractor employees, including the administration department, were male. While the respondents are mostly around 26-35 years, as many as 60 people, with a percentage of 60.61%, means respondents are still at the productive age that can work optimally. At the same time, the education of all respondents is SMK. Meaning that the respondents are pretty educated. Furthermore, most respondents worked for more than two years, with a percentage of 50.51%.

#### DESCRIPTIVE ANALYSIS

Descriptive analysis is used to describe a variable based on its indicators. In this study, the authors conducted a descriptive analysis using descriptive statistics as follows:

#### Descriptive Analysis of Manager Leadership, Work Discipline and Employee Performance

The results of responses to all variables are presented in the following table

**Table 4: Descriptive Analysis of Manager Leadership Statistics, Work Discipline and Employee Performance**

Description	xp1	xp2	xp3	xp4	xp5	y1p1	y1p2	y1p3	y1p4	y2p1	y2p2	y2p3	y2p4	y2p6
Score Scale 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Score Scale 2	2	4	2	8	10	6	0	6	0	34	8	2	24	4
Score Skala 3	45	45	54	63	87	30	36	42	54	39	51	54	48	66
Score Scale 4	248	252	188	116	188	264	172	192	228	160	200	204	188	176

Score Scale 5	105	95	165	225	90	100	220	170	120	145	140	145	120	155
Score	400	396	409	412	375	400	428	410	402	378	399	405	380	401
M	398.4				410.0				392.6					
SD	14.6				12.8				12.6					
M+SD	413.0				422.8				405.2					
M-SD	383.8				397.2				380.0					
Category	M	M	M	M	NG	M	H	M	M	NG	M	M	M	M
Category Variabel	Medium				Medium				Medium					

Source: processed by the author

Based on the data processing results, it is known that the manager's leadership is in the middle category; This means that the manager's leadership could be more optimal in terms of the indicators of responsibility and motivation, which have a minor score. The category of work discipline is moderate; This means that employee work discipline is still not optimal; there needs to be an increase in discipline because indicators comply with time rules, such as not skipping work and not chatting while working. Likewise, the average employee performance category; means that employee performance is not optimal and needs improvement and improvement of work results. This is caused by the quantity yield indicator whose score is not good; the target will be achieved when the quantity yield is reached. Determination of the category of manager leadership, work discipline, and employee performance based on the mode of the category of indicators that are in the data range of average + standard deviation to mean - standard deviation.

## VERIFICATION ANALYSIS

Instrument Analysis Test / Outer Model

Convergent Validity Test

**Table 5: Outer Loadings**

Matrix	Manager Leadership (X)	Matrix	Work Discipline (Y1)	Matrix	Employee Performance (Y2)
Xp1	0,721	y1p1	0,794	y2p1	0,837
Xp2	0,741	y1p2	0,716	y2p2	0,709
Xp3	0,707	y1p3	0,704	y2p3	0,752
Xp4	0,737	y1p4	0,737	y2p4	0,710
Xp5	0,734			y2p6	0,753

Source: processed by the author

In the first analysis, one indicator was obtained on the Y2 variable, namely employee performance (Y2p5), showing  $0.695 < 0.7$ . Or under convergent validity criteria. Therefore, this indicator will be removed. Furthermore, re-analysis was carried out with the results of the second outer loading; it was found that all indicators had high validity because all outer loading indicator values were  $> 0.7$ , or they met convergent validity.

AVE (Average Variance Extracted) analysis. Based on the results of the SmartPLS analysis, the AVE values are obtained as follows:

**Table 6: AVE Value**

Variable	AVE
Manager Leadership (X)	0,530
Dicipline (Y1)	0,546
Performance (Y2)	0,584

Source: processed by the author



The results of the AVE analysis found that for each variable construct value, the calculated AVE value was > 0.5. Thus for the AVE test, there is no problem.

Discriminant Validity Test

**Table 7: Cross Loading**

Indicator	Leadership (X)	Discipline (Y1)	Performance (Y2)
Xp1	<b>0.720</b>	0.343	0.234
Xp2	<b>0.739</b>	0.469	0.245
Xp3	<b>0.710</b>	0.378	0.217
Xp4	<b>0.736</b>	0.360	0.367
Xp5	<b>0.734</b>	0.516	0.370
Y1p1	0.523	<b>0.793</b>	0.354
Y1p2	0.351	<b>0.719</b>	0.371
Y1p3	0.412	<b>0.707</b>	0.296
Y1p4	0.411	<b>0.734</b>	0.351
Y2p1	0.406	0.425	<b>0.852</b>
Y2p2	0.198	0.325	<b>0.729</b>
Y2p3	0.272	0.317	<b>0.754</b>
Y2p4	0.184	0.320	<b>0.735</b>
Y2p6	0.408	0.364	<b>0.745</b>

Source: processed by the author

In the results of the cross-loading data analysis, it was found that each value of the cross-loading indicator for each latent model was different from other latent variables. Thus proving that the validity discrimination test has been fulfilled.

Reliability Test (Cronbach's Alpha & Composite)

**Table 8: Construct Reliability Validity**

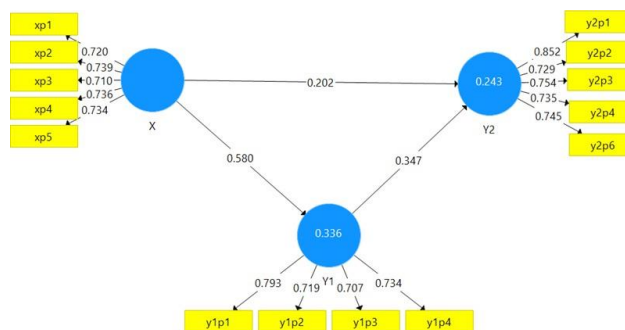
Variable	Cronbach's Alpha	Composite Reliability
X	0,781	0,849
Y1	0,723	0,828
Y2	0,823	0,875

Source: processed by the author

Composite Reliability Output on constructs X, Y1, and Y2 are all above 0.60, meaning the construct is reliable. For the Cronbach Alpha, output results on constructs X, Y1, and Y2 are above 0.60, meaning the construct is reliable.

Structural Model Test / Inner Model

The structure of the SEM model is as follows.



**Figure 2: The SEM Model with Valid Indicators**

**Table 9: Direct Influence**

	Original Sample (O)	Mean Sample (M)	Standard Deviation	T-statistik ((O/STDEV))	P Values
Leadership → Discipline	0.580	0.597	0.075	7.699	0.000
Leadership → Performance	0.202	0.204	0.151	1.337	0.182
Discipline → Performance	0.347	0.365	0.129	2.681	0.008

Source: processed by the author

First, the original sample of the leadership relationship to work discipline has a positive relationship because it has a positive value and is in the same direction as the value of 0.580. The effect it affects work discipline because the value is less than 0.05, namely with a value of 0.000 or T-statistic > 1,98. The two original samples of the relationship between leadership and employee performance have a positive relationship because they have a positive value and are in the same direction as the value of 0.202. The significance of the effect is that it does not affect employee performance because the value is more than 0.05, namely with a value of 0.182 because the calculated sig value is greater than the sig value of 0.05 or T-statistic < 1,98.

Based on the results of the descriptive analysis, it is managers' leadership in the medium category; its mean still needs to be optimal, especially in the indicators of responsibility and motivation, which require improvement. It causes the manager's leadership not to affect employee performance directly. However, indicators of strict employee control and effective communication improve work discipline and impact employee performance. The three original samples of the relationship between work discipline and employee performance have a positive relationship because they have a positive value and are in the same direction as the value of 0.347. The significance of the effect is the effect on employee performance because the value is less than 0.05, namely with a value of 0.008 or T-statistic > 1,98.

**Table 10: Indirect Influence**

	Original Sample (O)	Mean Sample (M)	Standard Deviation	T-statistik ((O/STDEV))	P Values
Leadership → Discipline					
Leadership → Performance	0.201	0.219	0.085	2.361	0.019
Discipline → Performance					

Source: processed by the author

The indirect influence of leadership on employee performance through work discipline has an indirect effect coefficient of 0.201. while the indirect effect or the mediating effect of work discipline on leadership on performance is a significant influence. It is proven that the calculated value of sig (0.019) is smaller than 0.05 or T -statistic > 1,98. thus the effect of this mediation is perfect mediation because the Exogenous variable can affect the endogenous variable if it passes through the mediating variable.

**Table 11: Direct Total Impact**

	Original Sample (O)	Mean Sample (M)	Standard Deviation	T-statistik (O/STDEV)	P Values
Leadership → Discipline	0.580	0.597	0.075	7.699	0.000
Leadership → Performance	0.403	0.422	0.106	3.807	0.000
Discipline → Performance	0.347	0.365	0.129	2.681	0.008

Source: processed by the author

The calculation of the amount of mediating influence based on the path coefficient is as follows:

1. The path coefficient value of the direct influence of leadership on performance is 0.202.
2. The path coefficient value of the direct influence of leadership on discipline is 0.580
3. The path coefficient value of the direct influence of discipline on performance is 0.347
4. The path coefficient value of the indirect influence of leadership on performance through discipline is  $0.580 \times 0.347 = 0.201$  (same result in Table 9)
5. The total influence value of leadership on performance through discipline is  $0.202 + 0.201 = 0.403$  (same result in Table 10), and the magnitude of the influence is  $0.403 \times 0.403 = 0.162$  or  $0.162 \times 100\% = 16.2\%$

#### R Square Value

To determine the magnitude of the simultaneous influence can be explained from the R square table as follows:

**Table 12: R Square**

Variable	R Square	R Square Adjusted
Discipline	0,336	0,329
Performance	0,243	0,227

Source: processed by the author

In model 1, the magnitude of the influence of leadership on work discipline as is known from R square  $0.336$  or  $0.336 \times 100\% = 33.6\%$ , and  $66.4\%$  is influenced by other variables. In model 2, leadership and work discipline affect employee performance simultaneously from R square  $0.243 \times 100\% = 24.3\%$ . The remaining  $75.7\%$  is the influence of variables not in the model..

## DESCRIPTIVE DISCUSSION

### Descriptive Manager Leadership

The leadership of the manager of an organization is an essential element in carrying out organizational activities. Based on the results of the descriptive analysis, it was found that the leadership category in the company CV. Mandala Utama Karawang is classified as medium, as evidenced by the medium indicator category value mode in the interval range mean - standard deviation to mean + standard deviation. Meanwhile, an indicator of a manager's leadership that is not good is an indicator of responsibility. Furthermore, the indicator of manager leadership in the medium category with the highest value is the indicator of communication skills.

Usman (2019) states that leaders have the highest position in the organization. Leaders can also set goals, motivate and act on followers. Likewise, the manager is the company's leader and must have leadership skills, and managers must have good management skills. The link

between leadership and management, namely leadership as part of management.

Leadership in an organization can create the application of an effective leadership style and work efficiency, which will influence the success of a leader in influencing his members (Hardianti, 2016).

#### Descriptive Work Discipline

Work discipline is needed to control employees to work regularly according to predetermined rules. Based on the results of the descriptive analysis, it was found that the category of work discipline was medium, as evidenced by the medium indicator category value mode in the interval range mean - standard deviation to mean + standard deviation. Meanwhile, an indicator of a work discipline that is high is an indicator of Obey company regulations. Alternatively, employee work discipline is indeed medium. An indicator with the lowest score in this study is obeying the time rules.

Employee work discipline can increase if the leader does not find fault with his subordinates but becomes a leader who can change his employees. Work discipline can also increase when their basic needs are met. Thus, it becomes the concern of leaders who can understand the needs of their employees (Mendrofa et al., 2021).

#### Employee Performance Descriptive

Employee performance is seen based on what employees produce in their work. On the results of this study, the performance category of employees at the company CV. Mandala Utama Karawang is medium, as evidenced by the medium indicator category value mode in the interval range mean - standard deviation to mean + standard deviation. Meanwhile, an indicator of an employee performance that is not-good is an indicator of quantity. Employee Performance states that the results of a process are referred to and measured over a certain period based on predetermined conditions or agreements (Prasetyo & Marlina, 2019).

### VERIFICATION DISCUSSION

#### The Influence of Manager Leadership on Work Discipline.

Some of the factors that can affect employee work discipline include leadership. The results of path analysis showed that leadership's influence on work discipline has a path coefficient of 0.580, which means that the magnitude of the influence is  $0.580 \times 0.580 = 0.336$  or 33.6%. Moreover, the significance level of the effect is positive and significant because the p-value is  $0.000 < 0.05$  or T-statistic  $> 1,98$ . Thus, the better the manager's leadership, the higher the work discipline of employees. Managers' leadership will increase the tightening of rules so that employees are forced to obey and get used to these rules.

This discussion is the same as from the study's results Nazar (2017), as leadership has a positive and significant influence on work discipline. This is because The influence of a leader can be expected that employees can increase responsibility for their work assignments according to applicable regulations (Liyas, & Primadi 2017).

#### The Influence of Work Discipline on Employee Performance.

Work discipline is a trait that must obey and comply with applicable rules. In the results of this study, the partial path analysis coefficient was obtained at 0.347; this study had a significant effect with a p-value of  $0.008 < 0.05$ . Furthermore, the magnitude of the influence partially with  $0.347 \times 0.347 = 0.12$ , or the magnitude of the effect is 12%. Thus, the partial effect of work discipline on performance has a positive and significant effect of 12%. Thus, the higher the work discipline, the better the employee performance. High employee compliance with company rules impacts achieving goals or targeted results.

This is consistent with the theory according to Hasibuan (2014). Discipline is the essential operative function of human resource management because the better the discipline of

employees, the higher the performance and work achievements achieved.

The Influence of Manager Leadership on Performance Through Work Discipline.

In this discussion, there are two influences, namely, the direct influence of Manager Leadership on employee performance and the indirect effect of Manager Leadership on employee performance through work discipline. Based on the analysis test results, it was found that the direct influence of Manager Leadership on performance has a path coefficient of 0.202 but has no significant effect because the P value is  $0.182 > 0.05$ . The direct influence of the manager's leadership on employee performance is because, based on the indicator of responsibility, the score is the lowest and is included in the unfavorable category; likewise, with the performance of employees whose one of the indicators is in the poor category, namely results based on quantity which causes the target not to be achieved. The lack of optimal responsibility from the leadership does not affect the manager's leadership on employee performance.

The indirect effect of Manager Leadership on employee performance through work discipline has a path coefficient value of 0.201 and has a significant effect because the P value is  $0.019 < 0.05$ . Indirect influence, namely managers' leadership in influencing employee performance, must be through work discipline when the manager's leadership affects work discipline so that the impact on employee performance. When the manager's leadership is not optimal in motivating and being responsible for employees' work, it does not directly impact employee performance. However, through increased work discipline, employee performance can improve. Thus, the better the manager's leadership, the higher the work discipline and the impact on employee performance. The manager's leadership authority will strengthen organizational rules so that the level of employee compliance increases, indirectly affecting employee performance.

The ineffectiveness of managers' leadership on employee performance is reinforced by the results of Akbar's research (2022), namely that the leadership of managers at PT PLN Rayon Rengat does not affect employee performance and has a fragile relationship. The leadership of PT PLN is the Manager who gives orders to employees to carry out tasks and provides support by taking into account the working conditions of employees.

While the total influence of Leadership on employee performance through work discipline, either directly or indirectly, has a net coefficient of 0.403 and has a significant effect because the P value is  $0.000 < 0.05$ . Furthermore, the more influential result is Leadership.

Based on the results of this discussion, it can be interpreted that the Manager Leadership at CV. Mandala Utama Karawang cannot directly influence employee performance because the best indicator of Leadership is being able to control subordinates. In terms of controlling subordinates, the most appropriate is enforcing work discipline.

When work discipline is high, employee performance will be better. In other words, Leadership can affect employee performance through employee discipline.

## **5. CONCLUSIONS, IMPLICATIONS, SUGGESTIONS AND LIMITATIONS OF THE RESEARCH**

The conclusions of this study can be drawn as follows:

- a. Manager Leadership CV. Mandala Utama Karawang is categorized as medium.
- b. Work Discipline CV. Mandala Utama Karawang is in a medium category.
- c. Employee Performance CV. Mandala Utama Karawang is categorized as medium.
- d. Manager Leadership on employee work discipline has a positive and significant effect.
- e. Work Discipline on Employee Performance has a positive and significant effect.
- f. Manager Leadership positively and significantly affects employee performance mediated by work discipline.

## Implications

- a. Although the manager leadership of CV. Mandala Utama Karawang is medium, but there needs to be improvement in optimizing responsibility, motivate and decision-making.
- b. Work discipline is already in the medium category; however, work time constraints still need to be optimized.
- c. Employee performance needs to be improved, especially the quantity, Cost Effectiveness and quality of work.
- d. Manager Leadership can influence work discipline. Therefore, for work discipline to remain high, Manager leadership needs to be optimized again so that the influence of Manager leadership can be maintained and authoritative.
- e. Work discipline affects employee performance. Even though work discipline is medium, performance could be more optimal. Therefore, employee performance can be improved again through work discipline by paying attention to the quantity, Cost Effectiveness and quality of work.
- f. Manager Leadership affects employee performance through work discipline. Manager Leadership cannot directly affect employee performance; it must pass through work discipline. Therefore, manager leadership can improve performance through work discipline.

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